

2012

Training Workshop for Enhancing the Management Effectiveness of Tobago Cays Marine Park Board



Prepared by
Olando Harvey and Kenneth Williams

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Disclaimer

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Introduction

Rationale

The Tobago Cays Marine Park (TCMP) Board, as outlined in the Marine Parks Act (1997), consists of ten (10) members (see appendix 5). The members of the board include eight (8) representatives from government agencies and two (2) NGOs who are appointed by the government (cabinet). The Marine Parks Board (MPB) is responsible for the policy level decisions of all marine parks within the jurisdiction of St. Vincent and the Grenadines (SVG). However, the TCMP remains the only gazetted MPA in St. Vincent and the Grenadines; therefore, it is the only MPA under the MPB purview.

Despite the fact that the Marine Park Board has been functioning since the Marine Parks Act (1997) was instituted, there has not been any formal training on board effectiveness specific to Marine Protected Area management. Although the agencies that constitute the management board remain constant, the representatives of these agencies may vary from time to time. Consequently, this training session will ensure that the current board members are aware of the roles and responsibilities on the MPA management board as it relates to the expressed objectives of the TCMP. This training session would be the first in a series of capacity building exercises that would be repeated once the number of new representatives on the board reaches a certain percentage (to be determined by the board) at the end of each board term.

Goal/Objective

To improve the efficiency and effectiveness of the Tobago Cays Marine Park management board; thereby, improving adaptive capacity for better MPA governance.

Methodology

The current TCMP Board of Directors (see appendix 4 for complete list) participated in a one day capacity building workshop on Management Board Effectiveness. The workshop was held on St. Vincent and was facilitated by Ms. Zaidy Khan, an MPA Specialist attached to the Centre for Resources Management and Environmental Studies (CERMES) (see appendix 3 for the workshop program).

The primary document for the workshop was “*Training for Enhancing Board Effectiveness*.” This workshop focused specifically on the sections on “Board of Directors Self-Evaluation”, “Responsibilities of a Board Member” and “What are the responsibilities of an individual board member.”

The workshop began with a brief introduction of the members of the Board of directors; that is, their names and what organizations they represent on the board. Following the introductions, the Chairman of the board (Mr. Herman Belmar) gave a short overview of

the current status of the board, including its vision and how it would benefit from the day's activities.

Ms. Zaidy Khan introduced the training objectives and agenda. Considering the time and other commitments of some board members the workshop agenda was adjusted to ensure all the key personnel's were present for core discussions. She then provided the board members with a general overview of the CERMES MPA Governance project and how the workshop, in which they were about to participate, connects into the larger project. She advised if time permits later she will share the powerpoint slides on the CERMES project (See Appendix 6 for PDF the entire presentation).

She then requested board members to share current issues of the board and their expectations from the board effectiveness workshop. See results section table 1 for details. During the course of the discussion Ms Khan shared with the board, the importance of local community engagement in MPA decision-making process and action planning. She also highlighted the concept of community based marine resource management and failures of top-down MPA management approach across the globe. Furthermore Ms Khan shared MPA governance project case studies from Sandy Island Oyster Bed and Woburn Class Court Bay MPA in relation to fishermen's livelihood issues and MPA enforcement. She requested status of the TCMP management plan and how many members were clearly aware of the objectives and goals of the park. Later she highlighted the goals and objectives of the current draft TCMP Plan. The group went through the issues identified during the course of the workshop and worked to find solutions and way forward.

Following this discussion, Ms. Khan then introduced the training manual to the group and proceeded to have the group undertake the "Board of Directors Self-Evaluation."

The Board members were instructed to complete the self evaluation table individually, which required them to rate the status of the MPA board using a Likert scale that ranged from 1 through 5; with 1 being "Poor" and 5 being "Very Good". They were also asked to identify three considerations that they think the board should focus its attention on for the next year. Once the members had completed the table, the group came together to discuss their individual selections and come to a consensus on the current status of the board, based on the evaluation criteria, the results of which are displayed in table 1 below.

Ms Khan then did a PowerPoint presentation in which she highlighted the concept of ecosystem-based management in the context of TCMP board institutional arrangement and she conducted two exercises with the board members during the presentation.

The board members were asked to do and answer:

1. Draw the organization arrangement of the TCBMP board and outline the responsibilities of the board members. The group referred the arrangement goals and objectives of the Tobago Cays Marine Parks as outlined in the 2007 – 2009 Management Plan..
2. “What are we managing?”. Members were then asked to identifying the different zones in the MPA and regulations in the park. A copy of the TCMP map was provided to the board members.

Results

Issues of the board	Agreed Way forward.
Need to follow up on Frequency of meetings after the last chair.	New Chair and TCMP manager will ensure meetings are schedules every month.
The board needs more technical information regard the Marine park.	TCMP marine biologist Olando Harvey will be attending the MPA Board every 2 nd month
The board needs to improve TCMP community involvement, their understanding on Livelihood projects and local fishing community benefits.	A community rep from the fishing village of Mayreau will be selected to represent on the board.
The board is “divorce from reality”. More engagement is needed between Board and Natives fishing community of TCBM. Board members need to develop the sense of ownership of what they managing than just being member Representation	Plan the next board meeting in TCBP office on Union Island. Board members to take a trip to the park
More community outreach, building of public relations, awareness and ownership	Board needs to develop a strategic approach how they can assist in more public education and Park Ownerships. TCMP rangers to conduct more community education at Mayreau.

Board Self Evaluation

Table 1

Group Consensus on the status of the TCMP Board of Directors

	Considerations	5 Very Good	4 Good	3 Okay	2 Fair	1 Poor
1	Board has full and shared understanding of the roles and responsibilities of a NGO board of directors		X			
2	Board members understand the organization's mission, goal, objectives and its products / programs			X		
3	Board has clear, relevant and realistic strategic plan for action with which to work	No Strategic Plan				
4	Structure of the organisation (board, officers, committees, executive and staff) is clear to directors		X			
5	Board attends to policy-related decisions which effectively guide the operational activities of staff		X			
6	Board receives regular reports on finances/budgets, products/program performance and other important matters	X				
7	Board helps to set fundraising goals and is actively involved in fundraising initiatives, including financial oversight					X
8	Board members effectively represent the organization to the community					X
	and others in the network of alliances				X	
9	Board meetings facilitate a productive focus of attention and progress on important organizational matters				X	
10	Board regularly monitors and evaluates progress toward strategic goals and product/ program performance	No Strategic Plan				
11	Board regularly evaluates and develops the chief executive on the basis of clearly written expectations and plans					X

	Considerations	5 Very Good	4 Good	3 Okay	2 Fair	1 Poor
12	Board has approved comprehensive personnel policies which include human resource development and building capacity	X				
13	Each member of the board feels involved and interested in the board's work including active participation in committees	X				
14	All of the skills, stakeholders and diversity necessary for the organisation's mission are represented on the board		X			
15	Board members received orientation on recruitment/election and regular training and updates on their responsibilities					X
16	The board has an operations manual that is regularly consulted, reviewed and revised as standard procedure	No Operations Manual				
17	The board has a conflict of interest policy and a disclosure form that members are required to fill out and comply with	No Applicable				
18	The board regularly pays attention to the legal provisions governing it, including the articles of association and bylaws		X			
19	Meetings have written agendas, are conducted effectively with the quorum being regularly met, and minutes are kept	X				
20	The board has a process for handling urgent matters between meetings with the appropriate level of approval		X			

Considerations for the Next Year (May, 2012 – May, 2013)

1. Formulation of a draft Strategic Plan focusing on livelihoods and fundraising.
2. Development of strategies to effectively have continuous communication with stakeholders.
3. Wider inclusion of stakeholders (including the newly formed fisher folk Association).

Discussion

Board Self-Evaluation

The members felt that they as a board of directors had a formal organizational structure and that members had a “good” understanding of their roles and responsibilities as members of the board of directors. They also felt that they had an “okay” understanding of the mission, goals, objectives, products and programs of the TCMP. Despite not having a strategic plan, members felt that they had a clear, relevant and realistic vision of the actions and work that needed to be done to have an effective MPA.

The board gave themselves a “good” with regard to dealing with the policy-level decisions of the TCMP and a “very good” with regard to receiving regular updates on finances, program performance and other important matters.

A rating of “poor” was given to themselves for their roles in setting and actively participating in fundraising goals and activities. They also rated themselves a “poor” for their efforts to effectively represent the organization to the community. In contrast, they received a “very good” rating for their involvement and interest in the board’s work, including active participation in communities. This may be attributed to the fact that most of the members of the board, with the exception of the two NGO representatives, (see appendix 4) are based on St. Vincent relatively isolated from the communities where most of the primary stakeholders originate.

There are no written expectations and plans that are presented to the manager at the end of each board meeting which are formally evaluated; however, the board accomplishes the tasks that this formal document envisions by having the operations manager present at all board meetings and providing him with verbal directives which he provides status reports on at the subsequent meeting.

A rating of “very good” was received for the board’s actions with regard to comprehensive personnel policies, human resource development and capacity building. They also received the highest rating for ensuring that all the skills, stakeholders and diversity necessary for the organization’s mission are represented on the board. However, all the members felt that it was necessary to add a representative from the community of Mayreau to the board, given their unique relationship to the park (i.e. the island being completely encircled by the MPA).

The board received the lowest rating for the fact that members do not receive orientation on recruitment/election and regular training and updates on their responsibilities. The members also highlighted the fact that the management board does not currently have an

operations manual which outlines the standard procedures of the board, including a “conflict of interest policy”. The board of directors expressed the view that given the nature on this particular board, that a “conflict of interest policy” was not applicable.

General Discussion

Capacity Building

Currently, there are nine (9) members on the TCMP board of directors, each of which represents a different government ministry or organization that has a vested interest or stake in the development and management of an effective network of MPAs within the boundaries of St. Vincent and the Grenadines (see appendix 5 for the fields represented on the board). Each member, based on his/her field of expertise, brings a unique set of skills to the table that ensures a well rounded knowledge base is represented in the room. However, some of these representatives may have never in the course of the daily duties encountered the theories and concepts that form the underpinning of MPA management. Due to the diversity on the TCMP board, there is a shared concern amongst the members that there is not a shared notion of “What constitutes an MPA” and “how it should be managed”.

Management Structure

The organizational structure of the TCMP is divided into three levels (See appendix 5 for a diagram of the proposed TCMP organizational structure). At the highest level there is the National Marine Parks Board (NMPB) which is a national body appointed by cabinet, and which is responsible for policy level decisions for all MPAs within St. Vincent and the Grenadines. The second level down is the Site Implementation Body which is made up of stakeholders who possess an intimate knowledge of that specific protected area. The Site Implementing Body is envisioned to provide site specific management recommendations to the NMPB. The third tier is that of the operational staff which is headed by the operations manager and is provided with management directives from the NMPB based on input from the Site Implementation Body. Owing to the fact that the TCMP is the only MPA within SVG, consequently, the NMPB has by default become the TCMP Board and the TCMP Site Implementation Body has never been operationalized. Instead, the NMPB has evolved into a hybrid of the envisioned NMPB and the Site Implementation Body. However, with the addition of a new MPA into the protect areas system in SVG, there would be a need to operationalize the organizational structure as it is proposed in the TCMP Management Plan (2007 – 2009). Currently, the members of the board with the exception of the Chairperson, do not have any assigned role or responsibility on the board.

Board Representation

Several members of the board expressed concerns that the board is relatively divorced from the situation on the ground, and this was further confirmed with the zoning exercise where members of the board were given blank maps of the MPA and asked to reproduce the current zoning map. During this exercise it was discovered that some of the members of the board were not aware that there was a significant community (Mayreau) that resides within the boundaries of the park, that depends primarily on fishing for their livelihood. This discussion concluded with the members of the board deciding that, given the fact that the community of Mayreau was within the boundaries of the park and they depended on the resources of the ocean for their livelihood, that they should have a permanent representative of the community on the TCMP Board.

Management Plan

The 2007 – 2009 TCMP Management Plan (Management Plan or MP) has been a working document that has been utilized to develop the 2008 TCMP Monitoring and Evaluation Plan which has been adopted by Cabinet and is the guiding document for the monitoring that is currently ongoing in the park. However, the Management Plan (2007 – 2009) has never been formally adopted by Cabinet and as such, has not been fully utilized as the primary guiding document for the TCMP Board. The members of the board have decided to refocus their attention on fulfilling the goals and objectives outlined in this document and aligning the current direction of the TCMP Board with that on the Management Plan.

Enforcement

It was noted that the number and severity of infractions with the TCMP has reduced significantly since formal records have been collected (2006). It was the opinion of the members that this may be directly attributed to the vigilance of the rangers on patrol and to a greater extent the amount of community outreach and public awareness of the goals and objectives of the park, as well as the long-term benefits of the MPA. The board indicated that there is significant room for improvement with regard to public awareness and stakeholder participation in the adjacent communities, especially in the communities of Mayreau and Canouan. They suggested refocusing their attention on the potential of

the TCMP to generate livelihood for these communities without negatively affecting the biodiversity of the area. This they hoped would further reduce the number of infractions that occur in the MPA.

Decision Support Mechanism

Decisions that are currently made at the board level are based on the information that is available to the members of the board who are present at meetings. To aid in decision making, they sometimes rely on the reports that are generated by technical staff and provided to them as board brief. Given the diversity of backgrounds of the members on the board, in some cases these briefs are insufficient as there might be some questions that might require further explanations before a decision can be made. To combat this issue, it was suggested and agreed to by the members that in instances where specific technical knowledge is required to make a decision, that the relevant technical officer (e.g. biologist or education) would be invited to the board meeting to make a report/presentation and provide the best available information to aid in decision making.

Conclusion

Ensuring a unified understanding of “what is an MPA?” by all the members of the board is a fundamental first step in building an effective MPA board. Consequently, there is an urgent need for a series of capacity building workshop to be conducted with the members of the board on Marine Protect Areas (including what they are, what are their benefits and how they should be managed to achieve its established goal and objectives). This would equip members of the board with basic understanding of MPAs and what their roles and responsibilities are as board members.

The TCMP board, as a result of this workshop, has come to the realization that they are relatively divorced from the situation on the ground and that some of their members do not have a full understanding of the spatial scale/relationship of the area for which they are responsible for managing. In an effort to combat this isolation, the board has set Union Island, which is the base of operations for the daily management of the TCMP, as the location of their next board meeting. This is intended to allow board members who have never visited the park the opportunity to get an appreciation of the complexities of the area as well as the limitation in effectively administering over the MPA.

The board in their deliberation has set as priority the inclusion of relevant stakeholders in the decision making process. More specifically, there was a call for a position to be made available for a community representative from Mayreau to take a permanent position on the board to ensure the concerns of the community are adequately represented. There is also the call for the inclusion of other stakeholders, thereby bolstering ownership of the MPA and ultimately reducing infringements.

Key Learning/Way Forward

1. The Chairman of the Board would be responsible for scheduling meetings.
2. The board needs to have special sessions/meetings (including quarterly updates from technical staff e.g. Marine Biologist).
3. The board needs to focus on the TCMP Management Plan especially “Part 2: Goals and objectives”.
4. Some Board Meetings should be conducted on Union Island (this would require proper coordination).
5. Extension of the period of ranger presence in the MPA (i.e. a drive towards 24 hr presence)
6. There needs to be representation from the community of Mayreau on the board.

References

CERMES. 2011. Training for Enhancing Board Effectiveness. Centre for Resources Management and Environmental Studies (CERMES) The University of the West Indies Cave Hill Campus, Barbados. 17pp.

Hoggarth, D. 2007. Tobago Cays Marine Park: 2007- 2009 Management Plan.

St. Vincent and the Grenadines Marine Parks Act, 1997.

Appendix 1

Participants Workshop Expectations/Outcomes

Consistency in the frequency at which board meetings are held.

Technical education/capacity building that would improve the effectiveness of the board.

Better understanding of what is an MPA.

Re-focus the activities of the board on conservation and protection (the TCMP is not strictly a tourism product).

Greater understanding of the role of the TCMP board (creating stronger connections between the board and what is going on the ground).

Improved community involvement in the board (i.e. adequate dialogue),

Clarification of the roles of NGOs on the board.

Widen the board's understanding of livelihood projects and community benefits.

Building public relations/awareness of the TCMP

Meetings should periodically be held on Union Island to ensure board members are not divorced from reality

Ownership of the board by members (i.e. more than just being representatives).

How the board can assist in improving public education and park ownership by stakeholders.

Appendix 2

Board of Directors Self-Evaluation Form

	Considerations	5 Very Good	4 Good	3 Okay	2 Fair	1 Poor
1	Board has full and shared understanding of the roles and responsibilities of a NGO board of directors					
2	Board members understand the organization's mission, goal, objectives and its products / programs					
3	Board has clear, relevant and realistic strategic plan for action with which to work					
4	Structure of the organisation (board, officers, committees, executive and staff) is clear to directors					
5	Board attends to policy-related decisions which effectively guide the operational activities of staff					
6	Board receives regular reports on finances/budgets, products/program performance and other important matters					
7	Board helps to set fundraising goals and is actively involved in fundraising initiatives, including financial oversight					
8	Board members effectively represent the organization to the community					
	and others in the network of alliances					
9	Board meetings facilitate a productive focus of attention and progress on important organizational matters					
10	Board regularly monitors and evaluates progress toward strategic goals and product/ program performance					
11	Board regularly evaluates and develops the chief executive on the basis of clearly written expectations and plans					
12	Board has approved comprehensive personnel policies which include human resource development and building capacity					

	Considerations	5 Very Good	4 Good	3 Okay	2 Fair	1 Poor
13	Each member of the board feels involved and interested in the board's work including active participation in committees					
14	All of the skills, stakeholders and diversity necessary for the organisation's mission are represented on the board					
15	Board members received orientation on recruitment/election and regular training and updates on their responsibilities					
16	The board has an operations manual that is regularly consulted, reviewed and revised as standard procedure					
17	The board has a conflict of interest policy and a disclosure form that members are required to fill out and comply with					
18	The board regularly pays attention to the legal provisions governing it, including the articles of association and bylaws					
19	Meetings have written agendas, are conducted effectively with the quorum being regularly met, and minutes are kept					
20	The board has a process for handling urgent matters between meetings with the appropriate level of approval					

Appendix 3



Tobago Cays Marine Park

To protect, conserve and improve the natural resources
Clifton Union Island – St. Vincent & the Grenadines
Phone (784) 485-8191 Fax (784) 485-8192
info@tobagocays.org
www.tobagocays.org



MANAGEMENT BOARD EFFECTIVENESS APRIL 19TH, 2012 PORT AUTHORITY'S TRAINING ROOM Start time: 9:30 am

AGENDA

- 9:30 - 9:45 Opening/Introduction
- 9:45 - 9:55 Chairman- where board is/vision/ how training may help.
- 9:55 -10:15 CERMES MPA governance project – Zaidy Khan
- 10:15 - 10:30 BREAK
- 10:30 - 11:00 Introduction of Training Manual
- Board Evaluation
- 11:00 - 12:00 Roles and Responsibility of members
- 12:00 - 12:45 LUNCH
- 12:45 - 2:30 What makes a successful Board
- Issues/proposed way forward
- 2:30 - 3:30 Discussion on the MPA Management Plan

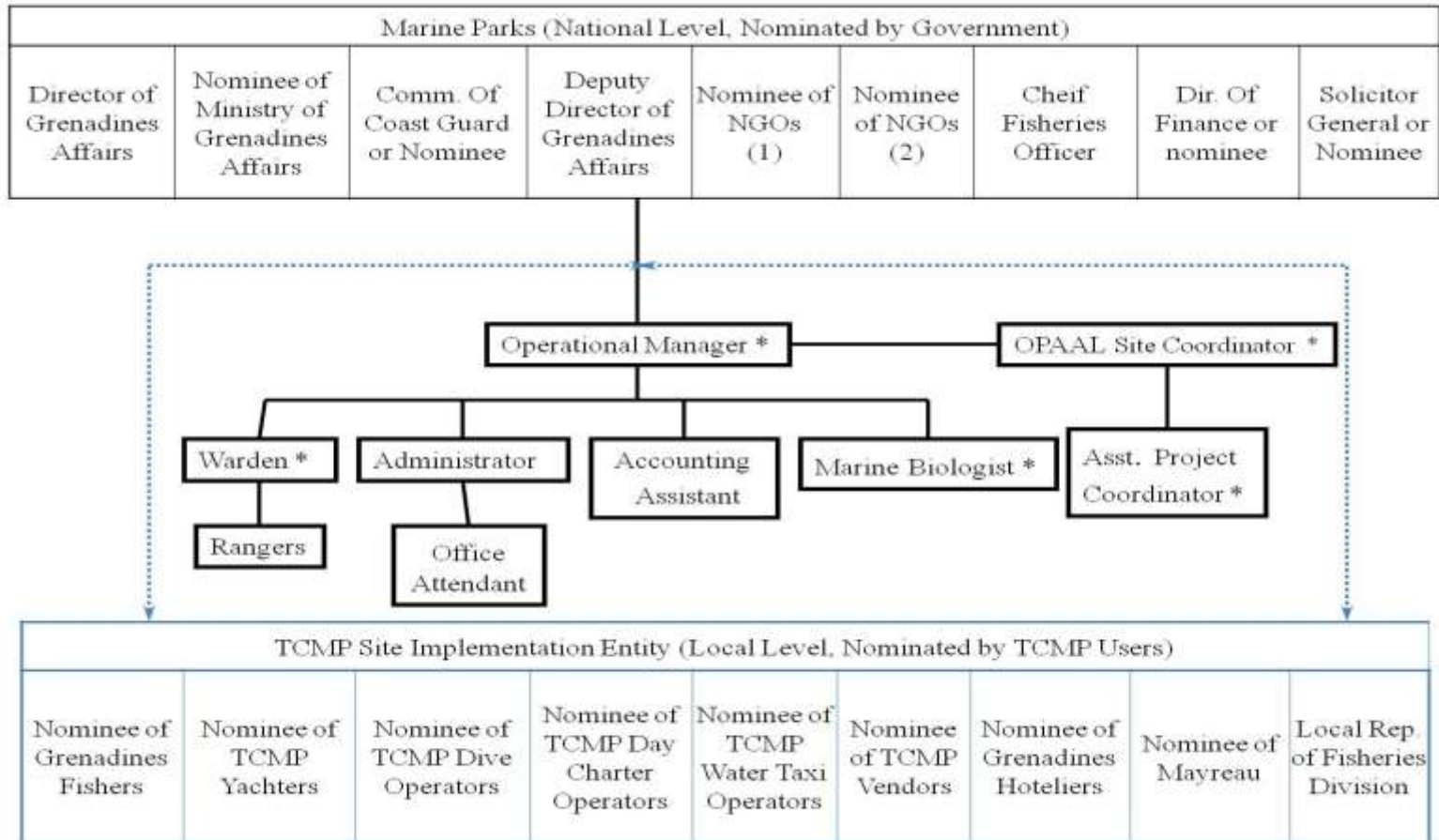
Appendix 4

List of Participants

Representative's Name	Ministry/Organization
Doren Simmons	Prime Minister's Office
Herman Belmar	Deputy Director of Grenadines Affairs (Chair)
Edwin Snagg	Director of Grenadines Affairs (Vice Chair)
Joezel Jack	Ministry of Legal Affairs
Samantha Phillips	Ministry of Finance
Augustine Douglas	Union Island Tourist Board (NGO)
Jeremiah Jones	Southern Grenadines Water Taxi Association (NGO)
Lucine Edwards	Fisheries Division
Tyrone Durham	Coast Guard
Kenneth Williams	TCMP Manger
Zaidy Khan	MPA Specialist (Facilitator)

Appendix 5

TCMP Organizational Structure



* Members of the Mgmt Committee

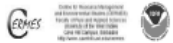
Appendix 6

General Overview of the CERMES MPA Governance Project

6/18/2012

Adaptive capacity for marine protected area governance in the eastern Caribbean

Overview of a MPA project
1 Oct 2011 – 1 Oct 2012
Implemented by CERMES
Funded mainly by NOAA



Opportunity

- NOAA Coral Reef Conservation Program (CRCP) International Strategy...Objective 2
- Develop and implement comprehensive long-term capacity building programs for existing MPAs, based on capacity assessments to provide training, technical assistance, and follow-up support specifically for:
 - management planning and effectiveness evaluation;
 - integrated monitoring linked to strategic planning;
 - communication and community engagement; and
 - strengthening governance and adaptation to change

Participating countries and MPA sites

- Grenada
 - Sandy Island/Oyster Bed (SIOBMPA)
 - Molinere/Beausejour (MBMPA)
 - Woburn/Clarke's Court Bay (WCCBMPA)
- Saint Lucia
 - Soufriere Marine Management Area (SMMA)
- St. Vincent and the Grenadines
 - Tobago Cays Marine Park (TCMP)

Problem!

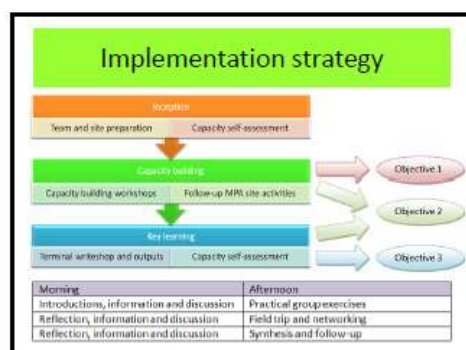
- Most MPA interventions focus upon bio-physical, and sometimes socio-economic, activities and benefits.
- Few focus on governance despite growing evidence that ecologically well-designed and managed MPAs fail due to insufficient attention to the human dimension of governance.

Solution?

- Focus on what can or does make MPA governance sustainable or resilient enough to absorb shocks and carry on as strategically planned
- Focus further on the features that give MPA governance arrangements the capacity to be adaptive for this

Cooperative Agreement Goals and Objectives

- Strengthen adaptive capacity building for the governance of MPAs in the eastern Caribbean based on resilience thinking at the site level
 - Develop the adaptive capacity of key stakeholders in Grenada for MPA governance mainly through four linked training workshops with follow-up practical learning by doing
 - Extend the above capacity development to Saint Lucia and St. Vincent and the Grenadines for a limited comparison of MPA sites so as to inform potential replication
 - Document and foster learning from the outcomes of objectives 1 and 2 regionally and internationally through use of multiple media for communication with MPA interests



Objective 1: Develop the adaptive capacity of key stakeholders in Grenada for MPA governance through four linked training workshops with follow-up practical learning by doing

1. Evaluating management effectiveness emphasizing EBM, climate change, governance (Nov 2011)
2. Strategic planning, governance reform and adaptive management capacity for resilience (Feb/Mar 2012)
3. Communication, community engagement, and participatory monitoring and evaluation (Apr/May 2012)

Evaluating management effectiveness emphasizing EBM, climate change and governance

- Refresh perspectives on protected area concepts and purpose in a global/regional context
- Critically review their management plans and other current major MPA guiding documents
- Know how to evaluate MPA management effectiveness (ME) with emphasis on governance
- Appreciate the importance of ecosystem-based management (EBM) and resilience thinking
- Understand how to situate their MPA-ME in the context of EBM, including climate change
- Design improvements to test in adaptive management and based on their rapid evaluation
- Review the concepts and issues of climate change and relate them to MPA governance
- Identify priorities for adaptive management capacity building for follow-up in this project
- Understand adaptive capacity for governance and refine their MPA capacity self-assessment
- Establish systems for participatory monitoring and evaluation (PM&E) and action learning

Examples of possible options for follow-up activity with linkages to content of workshop

- Rationalize MPA management systems taking uncertainty more into account
- Recommend amendments to the management plan governance sections
- Develop terms of reference (TOR) for legislative review and improvements
- Means of strengthening links between scientific research and MPA governance
- Institutional mapping of stakeholders from EBM and resilience perspectives
- Survey of attitudes and ethics of conservation compliance and enforcement
- Sharing experiences from the Pacific Locally Managed Marine Areas (LMMA)
- Assessment of the demand by stakeholders for participation (e.g. drivers, benefits)
- Social network analysis and other methods related to resilience and complexity
- Additional information on concepts and issues of climate change related to MPAs

Strategic planning, governance reform and adaptive management capacity for resilience

- Appreciate the importance of strategic planning in addition to management planning
- Know how to engage in participatory strategic planning for their and other organizations
- Have a better understanding of the pros and cons of MPA governance arrangements
- Be able to translate the principles of good governance into MPA management practices
- Comprehend systems they can implement for improving the efficiency of decision-making
- Be able to apply resilience thinking to organizational governance and networking
- Understand vulnerability to climate change, and mitigation and adaptation responses
- Identify bio-physical, socio-economic and governance indicators to monitor for resilience

Examples of possible options for follow-up activity with linkages to content of workshop

- Formulation of site-specific strategic plans or revision of existing strategic plans
- Assessment of and practical exercises in conflict management mechanisms
- Practical exercises in multi-stakeholder resource management negotiation
- Training for MPA senior staff and board on enhancing board effectiveness
- Recommend amendments to existing content or new co-management agreements
- Integrating science with local knowledge to devise grounded monitoring tools
- Introductory project management and leadership of community-based activities
- Basic financial and administrative systems for small environmental NGOs/CBOs
- Development of specific systems for participatory monitoring and evaluation
- Revision or updating of stakeholder analysis to support governance reform
- Institutional analysis of co-management arrangements for policy reform
- Multi-sector responses to climate change and their integration at the site level
- Connecting climate change to tangible socio-economic and livelihood outcomes

Communication, community engagement, and participatory monitoring and evaluation

- Understand the principles and dynamics of communication processes
- Know how to formulate their own communication strategies and plans
- Appreciate the levels of participation related to governance such as co-management
- Review and revise the approaches used to engage and mobilize communities
- Determine what aspects of their MPA governance are in need of greater participation
- Develop systems for incorporating more participatory monitoring and evaluation

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Examples of possible options for follow-up activity with linkages to content of workshop

- Communication campaign to improve compliance with MPA rules, regulations
- Integrated communication needs and communication capacity assessments
- Introduction to social marketing for changes in knowledge, attitudes, practices
- Participatory development of a site-level communications strategy and plan
- Tools and techniques for improving community engagement and empowerment
- Communication for consensus-building structured on shared interest negotiations
- Up grading skills in facilitation and consultative participatory processes
- Assisting computer users to bookmark key internet references, resources
- Techniques to re-orient governance and practices to build a participatory culture
- Demonstrating the cost-effectiveness of internet use for management
- Acquiring and sharing electronic documents to build site level MPA e-libraries
- Basic human resource development including career, succession planning
- Communication for climate change vulnerability assessment/adaptation

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Objective 2: Extend the capacity development to Saint Lucia and St. Vincent and the Grenadines for a limited comparison of MPA sites so as to inform potential replication

- Promote networking to strengthen ties among MPAs
- Participants from Saint Lucia and St Vincent and the Grenadines will be integrated into the project
- Major part of the project's continuous PM&E
- At the end they will be able to conclude whether the design for Grenada can be applied fully in their countries or, if not, how capacity building needs to be tailored differently to be more successful

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Objective 3: Document and foster learning from the outcomes of objectives 1 and 2 regionally and internationally through use of multiple media for communication with MPA interests

- Understanding process of institutional learning, and using the lessons learned to retain adaptive capacity
- Action learning group methodology along with participatory monitoring and evaluation.
- Writeshops have proven effective means for project participants to pull together key learning while simultaneously building capacity.

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What else

- Partner justification and roles
 - CERMES, CANARI, Panos Caribbean, Khan, Pomeroy, MPA management, MPA authorities
- Budget and narrative
 - Detailed expenditure, under-budgeted
- Sources of matching funds
 - Mainly CERMES, some participant in-kind
- References and resources
 - Long list participants should be aware of

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Visit the web page, ask questions!



TCMP activity 1 Rationale

The establishment of a new MPA require the operationalization of the TCMP Management Committee, which would provide recommendation to the National Marine Park Board (NMPB) on issues pertaining to the Tobago Cays Marine Park.

Objectives of the Study

1. assess the current level of stakeholder participation in governance at the TCMP.
2. determine what motivates stakeholder groups to participate in management.
3. assess the level of willingness of stakeholders to participate in management.

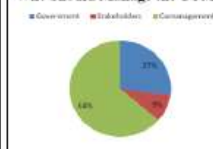
Methodology

The data for this study was collected by the surveying (questionnaires) stakeholders.

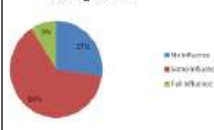
Stakeholders Groups (1*)	Number of Surveys
Water Taxi Operators	5
Vendors	4
Dive Operators	1
Day Tour Operators	2
Yacht Companies	1
Tourism	2
Fishers	6
NGOs	1

Results

Who Should Manage the TCMP

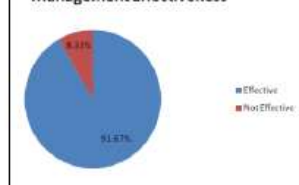


Stakeholder Influence on Management



Results Continued

Management Effectiveness



Key Learning

- Persons who made a living directly from the TCMP that did consider themselves to be a stakeholder of the TCMP.
- Members of the SGWTA were unaware that they are currently represented on the national Marine Parks Board.
- Majority of stakeholders believe that over all the TCMP is currently being effectively managed.
- Most stakeholders think that they should be partly responsible to managing the TCMP.
- Over 80 percent of persons surveyed indicated that they would like to participate in Management.

Problems & Surprises

- Change methodology from focus groups to questionnaire.
- Getting the interviewee to sit down with us during peak season.

Thank You!

